

Message

From: Ross, Mary [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=98359CD1F66F46EC91D327E99A3C6909-ROSS, MARY]
Sent: 4/20/2016 2:24:32 AM
To: Berner, Ted [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=f1949c9653024d3cb4aa4c2bd69c4fde-Berner, Ted]; D'Amico, Louis [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=78a91f83c4414910be286efe02004dbc-D'Amico, Louis J.]; Perovich, Gina [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=6e3c19d7f4db41bfa2477aa27ad83945-Perovich, Gina]; Cogliano, Vincent [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=51f2736376ac4d32bad2fe7cfef2886b-Cogliano, Vincent]; Jones, Samantha [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=eac77fe3b20c4667b8c534c90c15a830-Jones, Samantha]
Subject: CORRECT ATTACHMENT - FY 2016 ORD Strategic Review - IRIS to be covered in meeting with DA, requesting feedback on slides
Attachments: ORD template revised 4 13 16v2 MR.pptx

Just realized I forwarded the original email w/o attaching the revised file.

From: Ross, Mary
Sent: Tuesday, April 19, 2016 10:23 PM
To: Berner, Ted <Berner.Ted@epa.gov>; D'Amico, Louis <DAmico.Louis@epa.gov>; Perovich, Gina <Perovich.Gina@epa.gov>; Cogliano, Vincent <cogliano.vincent@epa.gov>; Jones, Samantha <Jones.Samantha@epa.gov>
Subject: FW: FY 2016 ORD Strategic Review - IRIS to be covered in meeting with DA, requesting feedback on slides

Hi – I saw that Julie and colleagues drew text directly from my casual email response so I've proposed revisions to slides 7 & 8 here. Also, I've added a line for NCEA in the issue about hiring – slide 10. Comments? We need to get back to her tomorrow or Thursday.

From: Hyman, Julie
Sent: Monday, April 18, 2016 3:58 PM
To: Ross, Mary <Ross.Mary@epa.gov>
Subject: FY 2016 ORD Strategic Review - IRIS to be covered in meeting with DA, requesting feedback on slides

Hi Mary,

We met with Lek on Thursday and he would indeed like to highlight IRIS in the May 11 Strategic Review meeting. So now we are working to finalize our slides, which are due to OCFO at the end of the week. I've attached the current draft set, IRIS is covered on slides 7-8. When we met with Lek, he stressed that he wanted to cover the strides ORD has made in addressing IRIS weaknesses, as well as the strain that the recommendations have put on the Program (I've pasted below the Lek-approved language that went over to OCFO on Friday – we sent them a summary of the topics we'd be covering in our slides). We should conclude with a set of actions that ORD is taking to mitigate the risks identified – as you and I have chatted about, ideally we should put forward things that ORD is already on the hook for or in the process of doing. The slides loosely follow the template that OCFO asked us to populate, so we can modify it a bit if needed.

Do you have any thoughts about how we might refine the slides to be more in line with Lek's feedback? Or any edits you have in general would be welcome. I'd like to get an updated draft to Lek in the next few days.

Deliberative Process / Ex. 5

From: Ross, Mary

Sent: Monday, April 04, 2016 3:30 PM

To: Hyman, Julie <Hyman.Julie@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Oops, no I haven't. I put the email in my "to do" folder but haven't done anything yet. If you have enough for now, that's fine. Thanks!

From: Hyman, Julie

Sent: Monday, April 04, 2016 3:29 PM

To: Ross, Mary <Ross.Mary@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi Mary,

Just checking in to see if you have any additional language about implementing the NRC recommendations/other language about actions planned or underway to address IRIS risks. No worries if not, we have enough language for now thanks to your helpful email below.

FYI, the next step in this exercise is a meeting with Chris and Lek later this week- after that I should have a better sense of what other information we might need to collect.

Thanks!

Julie

From: Hyman, Julie

Sent: Tuesday, March 29, 2016 3:39 PM

To: Ross, Mary <Ross.Mary@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi Mary,

Thank you for the informative reply! Very helpful input on Lean. I will revise the language accordingly and add the new info you provided.

As for highlighting the implementation of the NRC recommendations and not just GAO- I would absolutely like to do that. I would gladly welcome any help on that, as well as any other areas of the template you're able to provide input on (I also would like to be mindful of your time/IRIS managers' time, so on any areas that you can just point me in the direction of existing documents or send them my way, please feel free to do just that!)

Thanks,

Julie

From: Ross, Mary

Sent: Tuesday, March 29, 2016 2:51 PM

To: Hyman, Julie <Hyman.Julie@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi Julie. If you're just asking about Lean, that might fall under both "start" and "keep". We had a Lean event in August 2015 on the internal processes involved with creating a draft assessment (aka "step 1" in the IRIS process). So one keep bullet could be: Implementation of the recommendations of the IRIS Lean event that was conducted in 2015.

We have been discussing a second Lean event that would focus on the review phases, including agency, interagency, peer review. The discussions have involved the Administrator's chief of staff, and should soon involve the Administrator. The goal is to make progress in the next few months. I would call it "conduct a Lean-oriented event on review phases of the IRIS process." That "oriented" means it's likely not a traditional Lean event but is following Lean principles.

Do you need help for the rest of it? I can consult with IRIS managers. One recommendation for the draft you have below – the "keep" section could also include implementation of NRC recommendations, not just GAO, and particularly not the 2009 IRIS process changes (some were not very "lean").

From: Hyman, Julie

Sent: Tuesday, March 29, 2016 12:54 PM

To: Ross, Mary <Ross.Mary@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi Mary,

Thanks so much for the helpful response. I come to you with another request – do you have general information about what actions are underway to address IRIS risks/efforts to Lean the IRIS process that you could share? I took a stab at populating the template (pasted below) but I'm hoping you can point me in the direction of existing documents that I can draw from for this exercise. The language I used for the template came from last year's FMFIA letter but I'm hoping we might have more detailed language on implementing process changes/other efforts to address IRIS risk.

Thanks!

Julie

Evidence/key performance information: in 2009, 2011, 2013 and 2015 GAO identified EPA's Processes for Assessing and Controlling Toxic Chemicals as a high risk area

Factors that hindered EPA from finalizing assessments include: two new mandatory reviews of IRIS assessments by OMB and other federal agencies (April 10, 2008 process); EPA management decisions, such as delaying some assessments to await new research or analyses, and; the compounding effect of delays, requiring the process to essentially be repeated to incorporate changing science

Challenges/Risk: (originating in 2008 GAO report)

Concern that IRIS database at risk of becoming obsolete

Mitigation Strategy: placeholder

START/KEEP/STOP

START: Lean IRIS – Chris indicated there was an effort on this underway

KEEP: GAO's 2011 and 2013 High Risk reports stressed the need for effective implementation of the 2009 IRIS process changes.

█:

From: Ross, Mary

Sent: Monday, March 14, 2016 7:31 PM

To: Hyman, Julie <Hyman.Julie@epa.gov>; Pahl, Dale <Pahl.Dale@epa.gov>; Burman, Eric <Burman.Eric@epa.gov>; Piantanida, David <Piantanida.David@epa.gov>

Subject: RE: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

Hi everyone. I see that OPARM is already creating a draft for IRIS. NCEA would also recommend dealing with “over the transom” issues as a keep-us-up-at-night issue. We’ve drafted something from the NCEA perspective, and it may be something you receive from other parts of ORD as well. Thanks.

From: ORD-Transmittals@epa.gov [mailto:ORD-Transmittals@epa.gov]

Sent: Tuesday, March 08, 2016 5:08 PM

To: ORD-Mgmt-Council <ORDMgmtCouncil@epa.gov>

Cc: Hyman, Julie <Hyman.Julie@epa.gov>; ORD-NPD-Support <ORDNPDSupport@epa.gov>; ORD-POS-Directors <ORDPOSDirectors@epa.gov>; ORD-OPARM <ORDOPARM@epa.gov>

Subject: Transmittal notification: 16-A-OPAR-000075 - FY 2016 ORD Strategic Review - response requested by March 14

ORD ACTION TRANSMITTAL

Transmittal Subject: FY 2016 ORD Strategic Review - response requested by March 14

Response Due Date: 03/14/2016

Contact Organization: OPARM

Background Information

The goal of the FY 2016 strategic review is to: assess enterprise-wide progress and risks under our FY 2014-2018 Strategic Plan; look beyond successes to assess the risks and challenges we face, and; identify our biggest concerns and what we need to do to address them.

Programs and LCOs are each asked to propose 1-2 challenges/concerns: the Agency is looking for a few high-level risks (the things that “keep you up at night”). These should be actionable items- not risks related to needing more funding- and can be organizational in nature (e.g. lab facilities) or programmatic (e.g. IRIS).

Analysis

OCFO has restructured its strategic review and management integrity processes in response to the growing, government-wide emphasis on enterprise risk management. As part of these efforts, ORD is to complete a

strategic review and report results to OCFO by April 15. Note that this process is aligned to FMFIA but with an earlier timeline. OPARM will work collaboratively to avoid duplication with the FMFIA process.

Action/Instruction for Response

By March 14th, Programs and LCOs should each submit 1-2 challenges/concerns, keeping in mind the attached Strategic Review Word template and providing key details when possible. We will then work with senior leaders to review your submissions and identify a total of 3-5 challenges/concerns that will be more fully developed and submitted to the Agency for ORD's Strategic Review. Please email responses to Julie Hyman, Dale Pahl, Eric Burman, and David Piantanida.

See the attached guidance for more information, including a timeline. Please contact Julie Hyman (hyman.julie@epa.gov or 202-564-2878) with questions or concerns.

Point of Contact:	Julie Hyman [Hyman.Julie@epa.gov]
Phone:	202-564-2878
ID:	16-A-OPAR-000075
Fiscal Year:	2016

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